Chapter 2 Company and Marketing Strategy: Partnering to Build Customer Relationships

1) Which of the following involves adapting a firm to take advantage of opportunities in its constantly changing environment?
A) long-range planning
B) short-range planning
C) media planning
D) strategic planning
E) annual planning
Answer: D
Diff: 2 Page Ref: 38
Skill: Concept
Objective: 2-1

2) When a firm develops and maintains a strategic fit between its goals and capabilities, it is performing _____.
A) mission planning
B) values planning
C) strategic planning
D) business-portfolio planning
E) operations planning
Answer: C
Diff: 1 Page Ref: 38
Skill: Concept
Objective: 2-1

3) Which of the following is the first step in strategic planning?
A) set objectives and goals
B) develop the business portfolio
C) define the company mission
D) plan marketing strategies
E) identify threats and weaknesses
Answer: C
Diff: 1 Page Ref: 39
Skill: Concept
Objective: 2-1

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4) Which of the following is NOT a step in the strategic planning process?
A) defining the company mission
B) setting company objectives and goals
C) designing the business portfolio
D) planning marketing and other functional strategies
E) evaluating all members of the value chain
Answer: E
Diff: 2 Page Ref: 39
Skill: Concept
Objective: 2-1

5) Which of the following provides an answer to these questions: What is our business? Who are our customers? What do our customers value? What should our business be?
A) objectives and goals
B) a mission statement
C) a business portfolio
D) marketing and functional strategies
E) operational strategies
Answer: B
Diff: 2 Page Ref: 39
AACSB: Communication
Skill: Concept
Objective: 2-1

6) _____ should be market oriented and defined in terms of _____.
A) Annual plans; product needs
B) Strategic plans; company needs
C) Long-range plans; company needs
D) Mission statements; customers' needs
E) Objectives; competitors' threats
Answer: D
Diff: 2 Page Ref: 39
AACSB: Communication
Skill: Concept
Objective: 2-1

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7) All of the following are accurate guidelines for a company's mission statement EXCEPT which one?
A) A mission statement should be realistic.
B) A mission statement should be narrow.
C) A mission statement should emphasize the company's strengths in the marketplace.
D) A mission statement should be specific.
E) A mission statement should motivate employees.
Answer: B
Diff: 3 Page Ref: 39
AACSB: Communication
Skill: Concept
Objective: 2-1

8) A company's mission statement serves as a statement of _____.
A) fact
B) values
C) purpose
D) financial goals
E) employee commitment
Answer: C
Diff: 2 Page Ref: 39
AACSB: Communication
Skill: Concept
Objective: 2-1

9) Which of the following is NOT a market-oriented business definition?
A) "to make the Internet buying experience fast, easy, and enjoyable"
B) "to sell tools and home repair and improvement items"
C) "to deliver low prices every day"
D) "to be the guardian of our customers' financial dreams"
E) "to bring aspiration and innovation to every athlete in the world"
Answer: B
Diff: 2 Page Ref: 40
AACSB: Reflective Thinking
Skill: Concept
Objective: 2-1

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10) All of the following are examples of product-oriented mission statements, EXCEPT which one?
A) "We provide online services."
B) "We run theme parks."
C) "We sell shoes."
D) "We sell lifestyle and self-expression; success and status; memories, hopes, and dreams."
E) "We rent hotel rooms."
Answer: D
Diff: 2 Page Ref: 40
AACSB: Reflective Thinking
Skill: Concept
Objective: 2-1

11) Which of the following is the principle objective of a market-oriented mission statement?
A) to satisfy basic customer needs
B) to satisfy basic supplier needs
C) to satisfy basic stockholder needs
D) to satisfy basic owner needs
E) to satisfy basic partnership needs
Answer: A
Diff: 2 Page Ref: 39
Skill: Concept
Objective: 2-1

12) Revlon has clearly defined its "mission" of selling lifestyle and self-expression. In order for the firm to launch its strategic plan, the mission needs to next be turned into detailed _____ that guide each level of the company.
A) sets of strategies
B) sets of tactics
C) product mixes
D) supporting objectives
E) sets of promotional tools
Answer: D
Diff: 3 Page Ref: 40
Skill: Concept
Objective: 2-1

13) The collection of businesses and products that make up a company is called its _____.
A) strategic business unit
B) mission statement
C) strategic plan
D) business portfolio
E) operational factor
Answer: D
Diff: 1 Page Ref: 41
Skill: Concept
Objective: 2-2

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14) Which of the following can be a company division, a product line within a division, or sometimes a single product or brand?
A) a market
B) the BCG
C) an SBU
D) a PLC
E) a value delivery network
Answer: C
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

15) After management has identified the key businesses making up its company, what is the next step in portfolio analysis?
A) identifying businesses in which to invest
B) assessing the attractiveness of its SBUs
C) deciding whether to harvest any businesses
D) completing short-range planning
E) identifying SBUs
Answer: B
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

16) The best known product portfolio planning method was developed by _____.
A) the Boston Consulting Group
B) Philip Kotler
C) Harvard University
D) the SRI Consulting Firm
E) James P. Hess
Answer: A
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

17) Most portfolio analysis methods evaluate SBUs on two dimensions, namely _____ and _____.
A) market share; strength of the SBU's position
B) market diversification; relative market share
C) market or industry attractiveness; strength of the SBU's position
D) market growth rates; profits
E) market penetration; market development
Answer: C
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

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18) In the Boston Consulting Group approach, _____ provides a measure of market attractiveness.
A) relative market share
B) market development
C) market penetration
D) market growth rate
E) market segmentation
Answer: D
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

19) In the Boston Consulting Group approach, _____ serves as a measure of company strength in the market.
A) relative market share
B) market development
C) market diversification
D) market growth rate
E) market segmentation
Answer: A
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

20) The BCG growth-share matrix classifies four types off SBUs. They are _____ , _____ , _____ , and _____.
A) product; price; promotion; placement
B) sales; market share; price; promotion
C) stars; cash cows; question marks; dogs
D) planning; implementing; leading; controlling
E) market penetration; market development; product development; diversification
Answer: C
Diff: 1 Page Ref: 42
Skill: Concept
Objective: 2-2

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21) In the BCG approach, _____ are high-share, high-growth businesses or products. They need heavy investment to finance rapid growth. When their growth slows down, they turn into _____.
A) cash cows; stars
B) question marks; dogs
C) stars; question marks
D) stars; cash cows
E) dogs; cash cows
Answer: D
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

22) _____ are low-growth, high share businesses or products. They generate a lot of cash that the firm uses to pay its bills and support other SBUs that need investment.
A) Stars
B) Cash cows
C) Question marks
D) Dogs
E) Cats
Answer: B
Diff: 2 Page Ref: 42
Skill: Concept
Objective: 2-2

23) In the BCG matrix, income from _____ can be used to help finance the company's question marks and stars.
A) dogs
B) cash cows
C) SBU revenues
D) overseas operations
E) low-share businesses
Answer: B
Diff: 2 Page Ref: 42
Skill: Concept
Objective: 2-2

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24) The four possible strategies that can be pursued for each SBU are building, holding, _____, and _____.
A) harvesting; divesting
B) promoting; selling
C) downsizing; expanding
D) diversifying; penetrating
E) developing; growing
Answer: A
Diff: 3 Page Ref: 42
Skill: Concept
Objective: 2-2

25) Which of the following does NOT accurately reflect a problem with the BCG matrix approach?
A) It focuses on planning for the future.
B) It can be costly to conduct.
C) It can be time consuming to implement.
D) It is difficult to define SBUs and measure market share and growth.
E) It focuses on classifying current businesses.
Answer: A
Diff: 2 Page Ref: 42
Skill: Concept
Objective: 2-2

26) Unlike strategic-planning efforts of the past, which were conducted primarily by senior managers, today's strategic planning is _____.
A) short-term oriented
B) decentralized
C) limitation-free
D) product oriented
E) centralized
Answer: B
Diff: 2 Page Ref: 42-43
Skill: Concept
Objective: 2-2

27) To increase its U.S. market share, Starbucks has stepped up efforts in the areas of product availability and promotion. These are examples of broad _____.
A) brand experiences
B) strategies for growth
C) diversification
D) product development
E) value chains
Answer: B
Diff: 2 Page Ref: 44-45
Skill: Concept
Objective: 2-2

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28) Which department in a company carries the primary responsibility for achieving profitable growth?
A) accounting
B) product development
C) operations
D) human resources
E) marketing
Answer: E
Diff: 1 Page Ref: 43
Skill: Concept
Objective: 2-2

29) Which of the following is a useful tool for identifying growth opportunities?
A) the BCG matrix
B) the business portfolio
C) the product/market expansion grid
D) the value chain
E) the value delivery network
Answer: C
Diff: 1 Page Ref: 43
Skill: Concept
Objective: 2-2

30) Making more sales to current customers without changing a firm's products is _____.
A) market attractiveness
B) market penetration
C) market development
D) product development
E) diversification
Answer: B
Diff: 1 Page Ref: 43
Skill: Concept
Objective: 2-2

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31) Starbucks has introduced a debit card that lets customers prepay for coffee and snacks. This effort by Starbucks management is an example of _____.
A) market development
B) product development
C) diversification
D) market penetration
E) product adaptation
Answer: D
Diff: 3 Page Ref: 43-45
AACSB: Reflective Thinking
Skill: Concept
Objective: 2-2

32) While a valuable planning tool, a problem with using the BCG matrix centers is that it focuses on _____
A) the future instead of the present
B) the present instead of the future
C) financial issues instead of the customer
D) the customer instead of suppliers
E) the past instead of the present
Answer: B
Diff: 3 Page Ref: 42
Skill: Concept
Objective: 2-2

33) A common practice among marketers is to identify and develop new markets for their existing products. This practice is called _____.
A) market development
B) product development
C) market penetration
D) market skimming
E) dual adaptation
Answer: A
Diff: 1 Page Ref: 45
Skill: Concept
Objective: 2-2

34) Starbucks Coffee has recently begun selling and playing compilation CDs and is supporting its own XM satellite radio station. This represents which strategy for growth?
A) product development
B) market development
C) market penetration
D) diversification
E) partner development
Answer: D
Diff: 3 Page Ref: 44
AACSB: Reflective Thinking
Skill: Concept
Objective: 2-2

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35) Which of the following entails reducing the business portfolio by eliminating products that no longer fit the company's overall strategy?
A) market segmentation
B) the BCG approach
C) product line extension
D) downsizing
E) market redesign
Answer: D
Diff: 1 Page Ref: 46
Skill: Concept
Objective: 2-2

36) Which of the following is NOT a reason that a firm might want to abandon products or markets?
A) The market has changed, making some of the products less profitable.
B) The firm has entered areas in which it does not have expertise.
C) The economic environment is showing signs of recovery.
D) The firm has grown too rapidly.
E) The firm has not properly researched foreign markets which it has entered.
Answer: C
Diff: 2 Page Ref: 46
Skill: Concept
Objective: 2-2

37) Each department in a company that carries out value-creating activities can be thought of as a link in the company's _____.
A) market development
B) product development
C) business portfolio
D) value chain
E) value delivery network
Answer: D
Diff: 1 Page Ref: 46
Skill: Concept
Objective: 2-3

38) Jack Welch, CEO at General Electric, said that "Companies can't give job security, only _____ can."
A) development
B) growth
C) good strategy
D) customers
E) efficiency
Answer: D
Diff: 3 Page Ref: 47
Skill: Concept
Objective: 2-3

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39) Multinationals like Honda Motor Co. and Wal-Mart stores have designed programs to work closely with their suppliers to help them reduce their costs and improve quality. This illustrates the importance of an efficient _____.
A) business portfolio
B) low-cost operator
C) product mix
D) value delivery network
E) value chain
Answer: D
Diff: 2 Page Ref: 47
Skill: Concept
Objective: 2-3

40) Which of the following is the marketing logic by which a company hopes to achieve profitable customer relationships?
A) price
B) a consistent product mix
C) the value delivery network
D) marketing strategy
E) differentiation
Answer: D
Diff: 1 Page Ref: 48
Skill: Concept
Objective: 2-4

41) Lucy Ortiz is preparing a PowerPoint presentation of the marketing process to show at a sales meeting. _____ should appear in the center of her diagram depicting marketing strategies and the marketing mix.
A) Sales goals
B) Customer value and relationships
C) Company objectives
D) Customer retention rates
E) Competitors
Answer: B
Diff: 1 Page Ref: 49
Skill: Concept
Objective: 2-4

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42) A sound marketing strategy begins with which of the following?
A) customer analysis
B) positioning
C) differentiation
D) promotion
E) SWOT analysis
Answer: A
Diff: 2 Page Ref: 49
Skill: Concept
Objective: 2-4

43) Your firm is attempting to divide up the total market to determine the best segments it can serve. Which is the correct order of doing so?
A) market segmentation, target marketing, market positioning
B) target marketing, market positioning, market segmentation
C) market positioning, market segmentation, target marketing
D) market segmentation, market positioning, target marketing
E) mass marketing, demographic segmentation, psychographic segmentation
Answer: A
Diff: 3 Page Ref: 49
Skill: Concept
Objective: 2-4

44) The process of customer-driven marketing involves which of the following?
A) product; price; promotion; adaptation
B) market segmentation; target marketing; differentiation; positioning
C) marketing analysis; planning; implementation; feedback
D) analysis; targeting; implementation; control
E) problem identification; information search; decision; implementation
Answer: B
Diff: 2 Page Ref: 49
Skill: Concept
Objective: 2-4

45) Which of the following is the process of dividing a market into distinct groups of buyers with different needs, characteristics, or behaviors?
A) market targeting
B) market segmentation
C) positioning
D) marketing strategy
E) differentiation
Answer: B
Diff: 1 Page Ref: 49
Skill: Concept
Objective: 2-4

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46) Your new employer has asked you, as a new marketing graduate, to develop a group of potential customers who might respond in a similar way to a given set of marketing efforts. You have been asked to develop a(n) _____.
A) target market
B) market segment
C) market
D) market strategy
E) undefined niche
Answer: B
Diff: 2 Page Ref: 49
Skill: Concept
Objective: 2-4

47) Which of the following involves evaluating each market segment's attractiveness and selecting one or more segments to enter?
A) market segmentation
B) differentiation
C) market targeting
D) the market mix
E) positioning
Answer: C
Diff: 1 Page Ref: 49
Skill: Concept
Objective: 2-4

48) Which of the following is the place a product occupies in the consumer's mind relative to competition?
A) position
B) placement
C) market segmentation
D) market targeting
E) product promotion
Answer: A
Diff: 2 Page Ref: 50
Skill: Concept
Objective: 2-4

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49) Effective positioning begins with _____ the company's marketing offer in order to give consumers more perceived value.
A) pricing
B) aligning
C) differentiating
D) promoting
E) placing
Answer: C
Diff: 2 Page Ref: 50
Skill: Concept
Objective: 2-4

50) Which of the four Ps describes the goods-and-services combination the company offers to the target market?
A) price
B) promotion
C) product
D) place
E) package
Answer: C
Diff: 1 Page Ref: 51
Skill: Concept
Objective: 2-5

51) In the four Ps of the marketing mix, design, packaging, services, and variety all fall under the category of _____.
A) product
B) price
C) promotion
D) place
E) position
Answer: A
Diff: 2 Page Ref: 51
Skill: Concept
Objective: 2-4

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52) Today the four Ps are compared to the four Cs. Product and place are called _____ and _____, respectively.
A) convenience; customer solution
B) customer cost; convenience
C) communication; customer solution
D) customer solution; convenience
E) communication; convenience
Answer: D
Diff: 3 Page Ref: 52
Skill: Concept
Objective: 2-4

53) In the marketing management functions, an SWOT analysis should _____ a marketing plan.
A) precede
B) coincide with
C) follow
D) evaluate
E) take priority over
Answer: A
Diff: 2 Page Ref: 54
Skill: Concept
Objective: 2-5

54) In a basic SWOT analysis the "T" stands for _____.
A) timing
B) trust
C) threats
D) trade
E) tangible
Answer: C
Diff: 1 Page Ref: 53
Skill: Concept
Objective: 2-5

55) In a basic SWOT analysis, the "S" stands for _____.
A) situation
B) solutions
C) satisfactions
D) strengths
E) strategy
Answer: D
Diff: 1 Page Ref: 53
Skill: Concept
Objective: 2-5

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56) In SWOT analysis, which of the following would be considered a strength?
A) internal limitations
B) trends in the market
C) favorable factors in the environment
D) factors that challenge the company's performance
E) internal resources
Answer: E
Diff: 2 Page Ref: 53
Skill: Concept
Objective: 2-5

57) In SWOT analysis, which of the following refers to factors in the external environment?
A) strengths
B) strategies
C) weaknesses
D) opportunities
E) trends
Answer: D
Diff: 2 Page Ref: 53
Skill: Concept
Objective: 2-5

58) The main section of the marketing plan presents a detailed _____ analysis of the current marketing situation.
A) who, when, where
B) when, where, how
C) SWOT
D) competitor
E) economic
Answer: C
Diff: 2 Page Ref: 54
Skill: Concept
Objective: 2-5

59) A marketing plan begins with an executive summary, which quickly overviews goals and _____.
A) budgets
B) controls
C) promotions
D) recommendations
E) obstacles
Answer: D
Diff: 3 Page Ref: 54
AACSB: Communication
Skill: Concept
Objective: 2-5

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60) According to the textbook, your boss is most likely referring to _____ when she mentions "doing things right."
A) strategy
B) planning
C) objectives
D) implementation
E) efficiency
Answer: D
Diff: 3 Page Ref: 55
Skill: Concept
Objective: 2-5

61) IBM has its sales and marketing people assigned to markets in specific countries, regions, and districts. This is an example of which type of marketing organization?
A) geographic
B) product
C) functional
D) divisional
E) psychographic
Answer: A
Diff: 2 Page Ref: 56
Skill: Concept
Objective: 2-5

62) Which of the following is the most common approach to marketing organization?
A) geographic
B) product management
C) functional
D) divisional
E) combination
Answer: C
Diff: 3 Page Ref: 56
Skill: Concept
Objective: 2-5

63) Berman Electric, a chain of 18 appliance stores, has a marketing organization in which specialists head different marketing activities. What is this type of organization called?
A) geographic
B) product
C) organic
D) functional
E) market
Answer: D
Diff: 2 Page Ref: 56
Skill: Concept
Objective: 2-5

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64) Modern marketing departments are arranged in the following ways, EXCEPT which one?
A) functional organization
B) geographic organization
C) product management organization
D) market management organization
E) strategic management organization
Answer: E
Diff: 2 Page Ref: 56
Skill: Concept
Objective: 2-5

65) The _____ organizational format was first used by Procter and Gamble in 1929.
A) geographic management
B) functional
C) product management
D) customer management
E) market management
Answer: C
Diff: 3 Page Ref: 56
Skill: Concept
Objective: 2-5

66) The _____ organizational system's main advantage is that the company is organized around the needs of specific market segments.
A) market management
B) geographic
C) product management
D) vertical
E) functional
Answer: A
Diff: 2 Page Ref: 56
Skill: Concept
Objective: 2-5

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67) An increasingly large number of firms are changing their organizational focus from _____ to _____.
A) product management; functional management
B) product management; geographic management
C) brand management; customer management
D) geographic management; functional management
E) global management; regional management
Answer: C
Diff: 2 Page Ref: 57
Skill: Concept
Objective: 2-5

68) Evaluating the results of marketing strategies and plans and taking corrective action to ensure that objectives are attained is called _____.
A) marketing control
B) strategic control
C) operating control
D) developmental control
E) efficiency
Answer: A
Diff: 1 Page Ref: 57
Skill: Concept
Objective: 2-5

69) The marketing control process entails the following steps in order: setting goals, _____, evaluating performance, and _____.
A) evaluating goals; measuring performance
B) achieving goals; measuring performance
C) taking corrective action; measuring performance
D) measuring performance; taking corrective action
E) taking corrective action; following up
Answer: D
Diff: 2 Page Ref: 57
Skill: Concept
Objective: 2-5

70) Which of the following is NOT a step in the marketing control process?
A) setting goals
B) measuring performance
C) taking corrective action
D) defining the mission
E) evaluating the causes of gaps between expected and actual performance
Answer: D
Diff: 3 Page Ref: 57
Skill: Concept
Objective: 2-5

71) Ensuring that the company achieves the sales, profits, and other goals set out in its annual marketing plan is the purpose of _____.
A) marketing control
B) operating control
C) strategic control
D) ROMI
E) a marketing audit
Answer: B
Diff: 2 Page Ref: 57
Skill: Concept
Objective: 2-5

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72) Which of the following involves looking at whether a company's basic strategies are well matched to its opportunities?
A) operating control
B) marketing control
C) strategic control
D) ROMI
E) portfolio analysis
Answer: C
Diff: 2 Page Ref: 57
Skill: Concept
Objective: 2-5

73) Which of the following is a comprehensive and systematic analysis of a company's environment, objectives, strategies, and activities that is conducted by an outside and objective party?
A) a marketing plan
B) a marketing audit
C) a marketing mix analysis
D) a portfolio analysis
E) SWOT analysis
Answer: B
Diff: 3 Page Ref: 57
Skill: Concept
Objective: 2-5

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74) Which of the following measures the profits generated by investments in marketing activities?
A) SWOT analysis
B) a marketing audit
C) an executive summary
D) marketing ROI
E) a budget
Answer: D
Diff: 1 Page Ref: 58
Skill: Concept
Objective: 2-5

75) Which of the following would NOT be useful in determining marketing ROI?
A) a marketing dashboard
B) brand awareness
C) market share
D) SWOT analysis
E) customer equity
Answer: D
Diff: 2 Page Ref: 58
Skill: Concept
Objective: 2-5

76) Mission statements should be realistic and general in nature.
Answer: FALSE
Diff: 2 Page Ref: 39
Skill: Concept
Objective: 2-1

77) ABC Fortunes has just developed a formal statement of its purpose. This firm has put together a mission statement.
Answer: TRUE
Diff: 1 Page Ref: 39
Skill: Concept
Objective: 2-1

78) Mission statements should both emphasize the company's strengths in the marketplace and be motivating.
Answer: TRUE
Diff: 2 Page Ref: 39
AACSB: Communication
Skill: Concept
Objective: 2-1

79) At America Online, "we create customer connectivity, anytime, anywhere," is a product-oriented business definition.
Answer: FALSE
Diff: 3 Page Ref: 39
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

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80) "At Nike, we sell shoes" is a market-oriented business definition.
Answer: FALSE
Diff: 3 Page Ref: 40
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

81) A firm's mission statement should be the basis for both its business and marketing objectives.
Answer: FALSE
Diff: 2 Page Ref: 40
AACSB: Communication
Skill: Concept
Objective: 2-1

82) The major activity in strategic planning is strategic business unit planning, whereby management evaluates the products and businesses making up the company.
Answer: FALSE
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

83) When designing business portfolios, most companies are well advised to add a broad range of products and businesses to their organization.
Answer: FALSE
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

84) The purpose of strategic planning is to find ways in which your company can best use its strengths to take advantage of attractive opportunities in the environment.
Answer: TRUE
Diff: 2 Page Ref: 41
Skill: Concept
Objective: 2-2

85) In the BCG matrix, "dogs" are low-growth businesses and products that do not generate enough cash to maintain themselves.
Answer: FALSE
Diff: 3 Page Ref: 42
Skill: Concept
Objective: 2-2

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86) The growth strategy of diversification involves offering modified or new products to current markets.
Answer: FALSE
Diff: 2 Page Ref: 46
Skill: Concept
Objective: 2-2

87) When an organization identifies and develops new markets for its current products and services, it is engaged in market development.
Answer: TRUE
Diff: 1 Page Ref: 45
Skill: Concept
Objective: 2-2

88) When a firm finds products or businesses that no longer fit its overall strategy, it must carefully milk, harvest, or better develop them.
Answer: FALSE
Diff: 2 Page Ref: 46
Skill: Concept
Objective: 2-2

89) In today's marketplace, competition increasingly takes place between entire value delivery networks rather than between individual competitors.
Answer: TRUE
Diff: 1 Page Ref: 48
Skill: Concept
Objective: 2-3

90) To improve its value delivery network, a company needs to examine the value chains of its suppliers and distributors.
Answer: TRUE
Diff: 2 Page Ref: 47
Skill: Concept
Objective: 2-3

91) Mandros International Foods evaluates each market segment's attractiveness and selects one or more segments to enter when considering adding new lines of imported foods. Mandros is engaged in selective marketing.
Answer: FALSE
Diff: 2 Page Ref: 49
AACSB: Reflective Thinking
Skill: Application
Objective: 2-4

92) The image of a product in the minds of consumers is called market segmentation.
Answer: FALSE
Diff: 1 Page Ref: 50
Skill: Concept
Objective: 2-4

93) A market segment consists of consumers who respond in different ways to a given set of marketing efforts.
Answer: FALSE
Diff: 1 Page Ref: 49
Skill: Concept
Objective: 2-4

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94) Holiday Inn has divided the total customer market into smaller segments and selected the most promising segments. Deciding what position it wants to occupy in these segments is called targeting.
Answer: FALSE
Diff: 2 Page Ref: 50
Skill: Application
Objective: 2-4

95) When a company positions its product, it should first identify possible customer value differences within a market segment that could be the basis of a competitive advantage for the product.
Answer: TRUE
Diff: 3 Page Ref: 50
Skill: Concept
Objective: 2-4

96) The marketing mix consists of product, price, place, positioning, and promotion.
Answer: FALSE
Diff: 2 Page Ref: 48
AACSB: Analytic Skills
Skill: Application
Objective: 2-4

97) Guided by marketing strategy, the company designs a marketing mix made up of factors under its control: product, price, place, and promotion.
Answer: TRUE
Diff: 2 Page Ref: 48
Skill: Concept
Objective: 2-4

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98) One valid criticism of the four Ps concept is that services are not considered.
Answer: FALSE
Diff: 3 Page Ref: 52
AACSB: Analytic Skills
Skill: Concept
Objective: 2-4

99) The four Ps concept takes the seller's view of the market.
Answer: FALSE
Diff: 2 Page Ref: 52
Skill: Concept
Objective: 2-4

100) The four marketing management functions are analysis, planning, implementation, and control.
Answer: FALSE
Diff: 1 Page Ref: 53
Skill: Concept
Objective: 2-5

101) Define strategic planning. Discuss the steps involved.
Answer: The process of developing and maintaining a strategic fit between the organization's goals and capabilities and its marketing opportunities is called strategic planning. At the outset, beginning at the corporate level, each company must define its overall purpose and mission. What is our business? Who is the customer? What do our customers value? Answers to these questions are crucial in writing a clear mission statement. Mission statements need to be carefully defined in terms of customer needs. Missions should be realistic, motivating, and fit the market environment. Missions then lead to setting business and marketing objectives/goals in the planning process. This is followed by decisions regarding what portfolio of businesses and products is best for the company and how much support to give each one. Next, each business and product develops detailed marketing and other functional strategies. In this step, plans are drawn at the business unit, product, and market levels in support of company wide plans.
Diff: 2 Page Ref: 38
AACSB: Communication
Skill: Concept
Objective: 2-1

102) What is business portfolio planning? Discuss how a company might use the Boston Consulting Group's product portfolio analysis method.
Answer: A business portfolio is the collection of businesses and products that make up a company. Business portfolio planning entails two steps. First, there is an analysis of the company's current business portfolio, followed by decisions about what businesses should receive more, less, or no investment. Second, planners must shape the future portfolio by developing strategies for growth and/or downsizing. The Boston Consulting Group matrix evaluates SBUs on two important dimensions: the attractiveness of the SBU's market or industry growth rate and the strength of the SBU's position or relative market share in that market or industry. The growth-share matrix defines four types of SBUs: stars, cash cows, question marks, and dogs. Once each SBU has been defined, a company can determine what role each will play in the firm's future, using strategies of building, holding, harvesting, or divesting each SBU.
Diff: 2 Page Ref: 41-42
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

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103) Describe some of the problems with matrix approaches.
Answer: The BCG and other portfolio planning approaches can be difficult to execute, time consuming, and also costly to implement. Defining SBUs and the measurement of relative market share and growth can be a difficult task as well. A serious flaw with these approaches is that, while they are helpful for classifying current businesses, they offer little or no advice for future planning.
Diff: 2 Page Ref: 42-43
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

104) The BCG is a useful approach to evaluate current businesses. Describe a device that a firm could use to identify future growth opportunities.
Answer: The product/market expansion grid is a useful device for identifying growth opportunities in the future. There are four strategies available to companies: market penetration, market development, product development, and diversification. Market penetration entails making more sales to current customers without changing products. Market development involves identifying and developing new markets for a company's products. New markets include demographic groups and geographic regions, among others. Companies can also consider product development, offering modified or new products to current markets. Diversifying companies might consider acquiring or starting new businesses unrelated to their core competencies. However, diversifying too broadly can be detrimental in the long run.
Diff: 1 Page Ref: 43
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

105) What does the term "value-delivery network" mean? Explain.
Answer: For decades, marketers have traditionally created value to satisfy customer needs and wants. Today, the manufacturer or retailer needs to look beyond its own value chain and into the value chains of suppliers and distributors to create value throughout the entire supply chain. More companies are partnering with other members of the supply chain to improve the performance of the customer value-delivery network. In fact, today competition takes place between entire value delivery networks instead of between individual competitors.
Diff: 1 Page Ref: 47
AACSB: Analytic Skills
Skill: Application
Objective: 2-3

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106) Define marketing strategy. Discuss the steps in formulating marketing strategy.
Answer: The marketing logic by which a company hopes to achieve profitable relationships is called its marketing strategy. Marketing strategy formulation entails four specific steps: market segmentation, market targeting, differentiation, and positioning. The process of dividing a market into distinct groups of buyers with different needs, characteristics, or behavior is called market segmentation. Market targeting involves evaluating each market segment's attractiveness and selecting one or more segments to enter. A company should target segments in which it can profitably generate the greatest customer value and sustain that value over time. Effective positioning begins with actually differentiating the company's marketing offer so that it gives consumers greater value. Positioning is defined as creating a distinct image of a product in the eyes of target consumers. A product's positioning should take advantage of a competitive advantage within the market target.
Diff: 3 Page Ref: 48-49
AACSB: Communication
Skill: Application
Objective: 2-4

107) Explain why, according to the authors of your text, the four Ps concept of the marketing mix takes a seller's view of the market, not the buyer's view. How should marketers consider the buyer's view?
Answer: In today's day and age of customer relationship marketing, the four Ps can be described as the four Cs from the customer's point of view. In lieu of product, there is customer solution; that is, customers buy solutions to their problems or look for value in products. Customers are more interested in the total costs of obtaining, using, and disposing of a product. That is, customer cost replaces price in customer relationships. The place element of the marketing mix focuses on convenience. Convenience in availability is the central focus of customers. Finally, customers and marketers want two-way communication. Marketers should use the four Cs as a base for the four Ps of their marketing mix.
Diff: 3 Page Ref: 52
AACSB: Analytic Skills
Skill: Application
Objective: 2-4

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108) Define marketing planning. Briefly outline the major steps in a marketing plan.
Answer: Marketing planning involves deciding on marketing strategies that will help the company achieve its overall strategic objectives. A detailed marketing plan is needed at the business, product, or brand level. An executive summary is the first step in the plan. It contains a brief summary of the main goals and recommendations of the plan for management review. The main section of the plan presents a detailed SWOT analysis of the current marketing situation, along with potential threats and opportunities. The plan then states major objectives for the brand and outlines the specifics of a marketing strategy for achieving them. In addition, action programs for implementing the marketing strategy along with the details of a supporting marketing budget are presented. The final section outlines the controls used to monitor progress and corrective action.
Diff: 2 Page Ref: 54
AACSB: Communication
Skill: Application
Objective: 2-5

109) Marketing departments are organized in several ways. Discuss the most common forms of marketing organizations.
Answer: Some common forms of marketing department organization include functional organization, geographical organization, product management organization and market management organization. Under a functional department organization, a functional specialist, such as a sales manager, advertising manager, or market research manager, is responsible for all marketing activities. Under a geographic organization, sales and marketing people are assigned to specific countries, regions, and districts. Product management organization first appeared at P&G in 1929. Under this approach, a product manager develops and implements a complete strategy and marketing program for a specific product or brand. Under a market or customer management organization, the company is organized around the needs of specific customer segments. In firms that use this organization, one product line is sold to many different types of markets and customers that have different needs and preferences. Finally, large companies that produce many products sold in many geographic areas typically use some combination of these organizational forms.
Diff: 2 Page Ref: 56
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

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110) Briefly discuss how marketers measure return on marketing investment, explaining why this figure can be difficult to assess.
Answer: Marketing ROI (return on investment) is the net return from a marketing investment divided by the costs of the marketing investment. In other words, ROI is a measure of the profits generated by investments in a marketing activity. Marketing ROI can be difficult to assess because the benefits of marketing are not always easily translated in dollar amounts. However, marketing ROI can be assessed in terms of brand awareness, sales, or market share. Some companies are now using marketing dashboards, which are single displays showing several sets of marketing performance measures. And beyond standard performance measures, many marketers are using customer-centered measures such as customer acquisition, retention, and lifetime value.
Diff: 3 Page Ref: 58
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

111) Starbucks has an annual plan in place to deal with the company's current SBUs and their operations. However, as a growth-oriented firm, Starbucks is interested in both domestic and international markets. This requires Starbucks to constantly monitor the environment and adapt to the opportunities with which it is presented. To best take advantage of its constantly changing environment, Starbucks should do which of the following?
A) write a mission statement
B) follow supporting objectives
C) conduct strategic planning
D) conduct profit analysis
E) shorten its value delivery network
Answer: C
Diff: 2 Page Ref: 38
AACSB: Analytic Skills
Skill: Application
Objective: 2-1

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112) Monsanto operates in many businesses, including pharmaceuticals and food products. The company defines its _____ as creating "abundant food and a healthy environment."
A) strategy
B) marketing development
C) business portfolio
D) value-delivery network
E) mission
Answer: E
Diff: 2 Page Ref: 39
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

113) The current mission statement of the Girl Scouts of America reads "where girls grow strong." The organization's former mission statement had read "to prepare young girls for motherhood and wifely duties." This change reflects the guideline that mission statements should be _____.
A) realistic
B) motivating
C) narrow
D) market-oriented
E) specific
Answer: D
Diff: 3 Page Ref: 39
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

114) A vendor for Ford Motor Company received the following message from one of Ford's marketing managers: "As we move forward during the 21st century, Ford is committed to building profitable customer relationships by creating environmentally better cars and getting them to market faster at lower costs." The marketing manager is referring to Ford's _____.
A) marketing strategy
B) marketing mix
C) business portfolio
D) mission statement
E) business objectives
Answer: D
Diff: 2 Page Ref: 39
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

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115) When the makers of a ballpoint pen state they are in the communication equipment business, they are defining their mission too _____.
A) narrowly
B) realistically
C) specifically
D) broadly
E) futuristically
Answer: D
Diff: 1 Page Ref: 39
AACSB: Analytic Skills
Skill: Application
Objective: 2-1

116) Kimball Gardens is a company that operates as two distinct businesses: one that sells lawn and garden products and one that markets booklets. Each business is called a _____.
A) separate entity
B) strategic business unit (SBU)
C) cash cow
D) star
E) business portfolio
Answer: B
Diff: 2 Page Ref: 41
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

117) The pharmaceuticals division of Omni Healthcare holds low market share in a high-growth market. In order to increase market share, managers would be most likely to decide which of the following?
A) hold the pharmaceuticals division's share
B) implement a harvest strategy
C) use money from a cash cow to promote the pharmaceuticals division
D) divest the SBU
E) diversify the pharmaceutical division
Answer: C
Diff: 3 Page Ref: 42
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

118) Wal-Mart, the world's largest retailer, has successfully launched its stores in Mexico, Canada, the U.K., and Germany, and other nations. This is an example of how Wal-Mart is pursuing _____ as a growth strategy.
A) market penetration
B) product development
C) demographic market development
D) geographic market development
E) diversification
Answer: D
Diff: 2 Page Ref: 45
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

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119) Fence Patrol has developed an entirely new mounting system for chain link fences. Although they are a local company, through the acquisition of a distributor they now have the ability to market their products nationwide. Fence Patrol is most likely to be following a _____ strategy.
A) market penetration
B) market development
C) diversification
D) divesting
E) product development
Answer: C
Diff: 3 Page Ref: 46
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

120) The Bank of New York bought Pershing, an off-shore investment firm with operations in India, from Credit Suisse First Boston. The Bank of New York is pursuing a _____.
A) product development strategy
B) product adaptation strategy
C) downsizing strategy
D) diversification strategy
E) market penetration strategy
Answer: D
Diff: 2 Page Ref: 46
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

121) Acme, Inc., has slightly modified the production processes of its widgets and gadgets in order to tap into the Eastern European market. Acme is likely following a _____ strategy.
A) market penetration
B) market development
C) diversification
D) harvesting
E) product development
Answer: B
Diff: 2 Page Ref: 45
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

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122) Disney is identifying and developing new markets for its theme parks. Disney is exploring possibilities for _____.
A) market penetration
B) market development
C) diversification
D) harvesting
E) product development
Answer: B
Diff: 1 Page Ref: 45
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

123) For Hyundai Corporation, customers who care about the price of a car and its operating economy make up one _____.
A) market position
B) value network
C) market segment
D) customer extension
E) value chain
Answer: C
Diff: 2 Page Ref: 49
AACSB: Reflective Thinking
Skill: Application
Objective: 2-4

124) Favorite Memories specializes in serving gift shoppers that major competitors overlook and ignore. Which of the following best describes Favorite Memories?
A) market follower
B) market challenger
C) market seeker
D) market nicher
E) full market coverer
Answer: D
Diff: 1 Page Ref: 49
AACSB: Reflective Thinking
Skill: Application
Objective: 2-4

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125) Saturn is "a different kind of company, different kind of a car"; the Hummer is "like nothing else." These statements reflect a firm's _____.
A) product portfolio
B) target markets
C) market positioning
D) strategy
E) niche
Answer: C
Diff: 2 Page Ref: 50
AACSB: Reflective Thinking
Skill: Application
Objective: 2-4

126) Harris, the marketing manager at a small sports retail chain, has conducted a marketing analysis. He has investigated the company's internal resources and situational factors, as well as factors and trends in the competitive sports retail chain market. Which of the following has Harris completed?
A) a SWOT analysis
B) a business portfolio analysis
C) an executive summary
D) a marketing plan
E) a marketing mix
Answer: A
Diff: 1 Page Ref: 53
AACSB: Reflective Thinking
Skill: Application
Objective: 2-5

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127) Which of the following most accurately identifies a difference between a weakness and a threat in SWOT analysis?
A) A company is more able to change a threat than a weakness.
B) A company is more able to change a weakness than a threat.
C) A company can be more negatively affected by a weakness than by a threat.
D) A company can be more negatively affected by a threat than by a weakness.
E) A company can more easily identify threats than weaknesses.
Answer: B
Diff: 3 Page Ref: 53
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

128) Emerson Studios, a chain of 25 portrait stores in five states, has organized its marketing organization into groups headed by a sales manager, an advertsing manager, and a customer-service manager. What type of organization is this?
A) geographic
B) product
C) functional
D) customer
E) market
Answer: C
Diff: 1 Page Ref: 56
AACSB: Reflective Thinking
Skill: Application
Objective: 2-5

129) Juanita Castro is looking at whether her company's strategies are well matched to its opportunities. Juanita is utilizing _____.
A) marketing control
B) operating control
C) strategic control
D) SWOT analysis
E) a marketing audit
Answer: C
Diff: 2 Page Ref: 57
AACSB: Reflective Thinking
Skill: Application
Objective: 2-5

130) As Starbucks continues to grow, it is faced with myriad challenges and surprises during the implementation of marketing plans. Hence, the marketing department must practice constant _____.
A) customer management
B) corrective action
C) performance analysis
D) marketing control
E) environmental scanning
Answer: D
Diff: 2 Page Ref: 57
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

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Refer to the scenario below to answer the following questions.

Fun-Spot Fun Park began as a small amusement park in 1985. With nothing more than a merry-go-round, a slide, pony rides, and an ice cream stand, Fun-Spot grew into a popular family attraction with 20 rides, a restaurant, and an outdoor performing arts theater.

"My wife, Gail, and I didn't know what we were getting into," commented Ron Hart, the owner. "We just knew that weekenders coming to the lakes in our rural area represented an untapped market."

Today, thousands of visitors flock to Fun-Spot: families, children of all ages, and even senior citizens who enjoy strolling through the gardens and arbor.

"There's something here for everyone," Gail Hart said with a smile. "Dozens of companies hold annual company picnics here. We have welcomed class field trips. And we even had one wedding here at the park!"

"Here's the funny thing," Ron chimed in. "We really don't know why we've been so successful! There is nothing else like Fun-Spot Fun Park in the area. We were just lucky."

"I think it's the ambience of the park that has brought so many visitors," Gail added. We provide a 'total package' of entertainment. Plus, we try to change our rides and various attractions from time to time."

Ron and Gail Hart admitted that making every visitor happy is a priority. "That has always been our philosophy," they said. "Like it says on the entrance to the park, 'We're here to make you happy!' And we've always been able to deliver on that because we've never allowed ourselves to grow too big too quickly."

131) Fun-Spot's mission is _____.
A) product-oriented
B) technology-oriented
C) market-oriented
D) too specific
E) too focused on profits
Answer: C
Diff: 1 Page Ref: 39
AACSB: Reflective Thinking
Skill: Application
Objective: 2-1

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132) Into which quadrant of the BCG matrix does Fun-Spot fall?
A) star
B) question mark
C) profit center
D) diversification
E) dog
Answer: A
Diff: 2 Page Ref: 41
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

133) Ron and Gail plan to lower prices in an effort to encourage customers to stay longer, visit more often, and spend more money during each visit. What type of strategy are Ron and Gail planning?
A) market penetration
B) market development
C) product development
D) customer development
E) diversification
Answer: A
Diff: 2 Page Ref: 43
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

134) Gail and Ron strive to provide new offerings and entertainment options for their visitors. What type of strategy is this?
A) market penetration
B) market development
C) product development
D) customer development
E) diversification
Answer: C
Diff: 2 Page Ref: 45
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

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135) Which of the following would be classified as an opportunity in a SWOT analysis of Fun Spot?
A) A rival amusement park announces plans to open three new rides next season.
B) A new luxury hotel is being constructed in the area, with the aim of luring more high-spending families on vacation.
C) Gail and Ron have paid off the mortgage on Fun Spot, significantly reducing their monthly expenses.
D) Fun Spot employees tend to be enthusiastic and young, projecting an image of fun and vitality at Fun Spot.
E) Fun Spot plans to further diversify its offerings by beginning a two-week summer camp for elementary school students.
Answer: B
Diff: 2 Page Ref: 53
AACSB: Reflective Thinking
Skill: Application
Objective: 2-5

136) Why should a mission statement be market oriented instead of product or technology oriented?
Answer: A market-oriented mission statement defines the business in terms of customer needs; products and technologies become outdated, but basic market needs may last forever.
Diff: 2 Page Ref: 39
AACSB: Analytic Skills
Skill: Application
Objective: 2-1

137) Why should a mission statement be "motivating" instead of stated in terms of sales or profits?
Answer: Sales and profits are only a reward for undertaking a useful activity; a company's employees will be more dedicated to the company's mission if they feel that their work is significant.
Diff: 2 Page Ref: 39
AACSB: Analytic Skills
Skill: Application
Objective: 2-1

138) What is a strategic business unit (SBU) and how is it involved in a business portfolio analysis?
Answer: An SBU is a key part of a company–whether a product, product line, department, or an entire division–that has its own mission and objectives. Identifying and analyzing a company's SBUs are the first two steps in business portfolio analysis.
Diff: 1 Page Ref: 41
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

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139) Into what BCG quadrant does a high-share, high-growth SBU fall?
Answer: It falls into the "star" category.
Diff: 1 Page Ref: 41
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

140) What type of strategy should a company use to manage its cash cows?
Answer: Because a cash cow generates cash without much investment, a company should use the profits to support other SBUs.
Diff: 2 Page Ref: 42
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

141) How might the BCG matrix represent a life cycle?
Answer: Many SBUs start out as question marks, then move into the star category if they succeed; stars eventually become cash cows, and then perhaps, dogs.
Diff: 3 Page Ref: 42
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

142) How might Party Planning Paradise, a company that sells a wide range of party supplies for all occasions, implement a market development strategy?
Answer: Party Planning Paradise might attempt to identify and develop new markets for its current products, looking for different demographic markets and geographical markets that might have a need its products would satisfy.
Diff: 2 Page Ref: 45
AACSB: Analytic Skills
Skill: Application
Objective: 2-2

143) According to the product/market expansion grid, what strategy would a fast-food hamburger restaurant follow if it offered a salad bar option during lunch hours?
Answer: In this scenario, the restaurant would be following a product development strategy.
Diff: 2 Page Ref: 43
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

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144) Into what quadrant of the product/market expansion grid would a "new and improved" product fall?
Answer: The "new and improved" product would fall into the product development quadrant.
Diff: 1 Page Ref: 43
AACSB: Reflective Thinking
Skill: Application
Objective: 2-2

145) How are partner relationship management and the value chain related?
Answer: Marketers must work closely and coordinate activities with partners in other company departments to form an effective value chain, with each department executing value-creating activities to design, produce, market, deliver, and support the company's products.
Diff: 2 Page Ref: 46
AACSB: Analytic Skills
Skill: Application
Objective: 2-3

146) Explain how a marketer of baking soda may attempt to attract more than one market segment.
Answer: Some consumers buy baking soda as a baking ingredient and some consumers buy baking soda to use as a deodorizer, for example. The marketer will focus on both distinct uses in the marketing mix, such as how the product is promoted.
Diff: 3 Page Ref: 49
AACSB: Analytic Skills
Skill: Application
Objective: 2-4

147) How might a marketer of pens alter the "product" portion of the marketing mix when targeting female college students versus male college students?
Answer: The marketer may use feminine colors and a spiral-flower stripe, for example, when marketing its pens to the females; when targeting males, more neutral colors might be used
Diff: 3 Page Ref: 51
AACSB: Analytic Skills
Skill: Application
Objective: 2-4

148) What role does the marketing mix play in positioning?
Answer: The marketing mix components of product, price, place, and promotion are the tools that a company can use to differentiate its products from competitors' and to achieve strong positioning in a target market.
Diff: 2 Page Ref: 51
AACSB: Analytic Skills
Skill: Application
Objective: 2-4

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149) Why is marketing analysis such an important part of marketing management?
Answer: This function allows the marketer to analyze internal strengths and weaknesses as well as environmental opportunities and threats which, in turn, allows the marketer to match the company's strengths to opportunities to pursue. From this starting point, the market can continue with planning, implementation, and control.
Diff: 2 Page Ref: 53
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

150) Why are many marketers today using customer-centered measures of marketing ROI?
Answer: Companies are looking at marketing expenditures as investments in profitable customer relationships, with the goal of increasing individual customer lifetime values and overall customer equity.
Diff: 2 Page Ref: 58
AACSB: Analytic Skills
Skill: Application
Objective: 2-5

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